

# ISLAMIC REWARD SYSTEM MANAGEMENT FOR WORK HAPPINESS MEDIATED BY WORK ENGAGEMENT

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## Abstract

This study aims to examine the effect of the reward system on work happiness with work engagement as an intervening variable. The data used in this study came from BPJS Ketenagakerjaan employees at the Sumbagut Regional Office in 2024. The results of the study indicate that work engagement is influenced by the financial reward system. In addition, there is a significant effect of the non-monetary reward system on work engagement. The monetary reward system also affects work happiness, as does the non-monetary reward system. Work engagement also has a positive effect on work happiness. Mediation analysis shows that the coefficients on path a, path b, and path c are all significant, so that work engagement acts as a partial mediator in the relationship between the monetary reward system and work happiness at BPJS Ketenagakerjaan Sumbagut. In addition, work engagement also partially mediates the relationship between the non-monetary reward system and work happiness in the same place.

**Keywords:** *Work Happiness, Reward System, Work Engagement*

## INTRODUCTION

Implementation One of the tasks of the state is to provide socio-economic protection to the community through social security programs in Indonesia, as well as in other developing countries, developing social security programs based on social security funded by participants. This program is only limited to workers in the formal sector. BPJS Kesehatan, which was previously PT. Askes, was entrusted by the Government to manage the National Health Insurance (JKN) program and BPJS Ketenagakerjaan, initially PT. Jamsostek was entrusted by the Government to manage 5 (five) programs, including the Work Accident Insurance (JKK), Death Insurance (JKM), Old Age Insurance (JHT), Pension Insurance (JP) and the last is the Job Loss Insurance (JKP) program according to Law Number 11 of 2020 concerning Job Creation.

Happiness has been argued to be a highly valued goal in the human community, and people want to be happy (Diener et al., 2000). Happiness is a basic human emotion, and most people are satisfied to some degree (Karl et al., 2020). Happiness has been of interest to philosophers since the beginning of written history, but it has only recently become a subject of psychological research (McMahon, 2021). Despite the recent increase in attention, the topic of employee well-being has been largely neglected in the management literature (Erdogan et al., 2021).

Empirical studies of workplace happiness are still scarce as the few studies are generally only related to job satisfaction, and most studies do not clearly show how workplace happiness affects employees, engagement levels, and most studies come from western literature. Despite the fact that people spend a significant amount of their time at work (Johnson and Onwuegbuzie, 2021), recent research has revealed that the value of workplace happiness in modern organizations has been overlooked, with most practices focusing on productivity.

Currently, most studies argue that ideal employees are those who are engaged with their work, have positive emotions, and strive to improve the company. According to Wang et al. (2021), companies need employees who are engaged with their work. Managing high work enthusiasm can provide great benefits to the organization, because employees who are actively involved are more productive and more loyal to the company (Hassan, 2022).

The phenomenon that occurred at the BPJS Ketenagakerjaan, Sumbagut Regional Office is related to the reward system, namely the provision of monetary rewards based on the assessment of the head of the work unit and the assessment of individual Key Performance (KPI) and individual key behavior (KBI) which are combined into the annual Individual Final Value only becomes a consideration that causes the assessment to be non-objective. Many

employees end up only getting small rewards even though they have a fairly large level of contribution. However, there are employees who with low target achievement but get high ratings from their superiors, so automatically the level of reward they get will also be higher.

The accumulation of these gaps presents the unrealization of optimal work happiness. Injustice in the assessment will ultimately lead to a derivative of unhappiness that occurs among BPJS Ketenagakerjaan employees, Sumbagut Regional Office. Work engagement is part of the unhappiness that has not been realized. The existence of several BPJS Ketenagakerjaan employees who resigned is the peak of the Agency's failure to realize the sense of attachment that employees have.

## LITERATURE REVIEW

In Arabic, the meaning of Islamic Reward is *targhib*. *Targhib* is a motivation to achieve the goal of achieving a satisfying goal and the motivation that arises is considered a reward or recompense that gives rise to feelings of pleasure. Al Nahlawi (1999) defines *targhib* as a promise accompanied by persuasion and seduction to postpone the benefit, pleasure, enjoyment, but the postponement is good and pure, and is done through good deeds or self-prevention from dangerous pleasures (bad work). *Targhib* is also interpreted as a sign of service, award, gift, reward, reward.

In Islam, giving rewards can grow love and happiness so that it can affect all activities and even work. The Prophet Muhammad SAW said: "Rewards can connect love." (HR. Bukhari, No. 5979). So rewards can be the best strategy in improving relationships between humans in all activities.

Burtch et al. (2022) argue that rewards have a significant influence on performance. On the other hand, as stated by Fahrnia et al. (2022), rewards are praise given to employees to increase their motivation. Rewards are awards given to all employees for the performance they have done. Rewards are used in management practices to increase employee morale. Awards are expected to make someone continue to repeat and even improve their work, according to research by Erbas & Arat (2021). Research by Khan et al. (2023), which also shows that awards have a positive and significant impact on employee performance. While research by Sarwar & Abugre (2023), factors that influence performance.

Work happiness is a state where people can work without feeling burdened and feel happy when doing it in any situation, so that they can achieve the desired results. This is the type of behavior that is possessed by people who perform well, have the enthusiasm to continue working, are enthusiastic about the work they do, and do other things to improve their quality of life.

Work happiness can come from a person's work experience, which can increase their productivity by fostering positive feelings and actions. Employees feel that their leaders care about their well-being and satisfy the psychological needs of their subordinates (Biswas & Dean, 2022). The indicators used to measure the level of work happiness according to Hills & Argyle (2002), namely; (1) Life is a gift (life is rearding); (2) Mental alertness (mentally alert); (3) Living happily (pleased with life); (4) Meeting beautiful things everywhere (find beauty in things); (5) Always satisfied (satisfied in life); (6) Can organize time (can organize time); (7) Look attractive; (8) The most beautiful memories (happy memories).

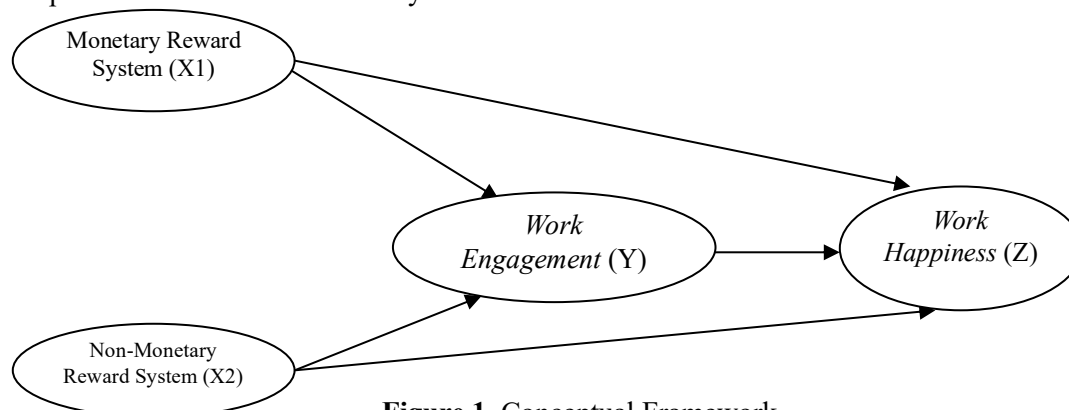
Work engagement is how employees can commit to the organization and how long they work is determined by their level of commitment. According to Wang and Chen (2020), an employee who has a high commitment will work with enthusiasm and they have a strong relationship with their respective companies, this will actually encourage increased progress and innovation in the company. The various indicators of vigor according to Schaufeli (2006) are; (1) Having high energy when working; (2) Completing the tasks given; (3) Being enthusiastic when working; (4) Never giving up; (5) Enduring with all your might; (6) Ready to face challenges.

Lu and Tu (2021) Work engagement is defined as members of an organization who carry out their duties in the workplace, work, and communicate physically, cognitively, and emotionally. According to Zhang and Gan (2021), work commitment is when someone has the ability to commit intellectually and emotionally to the organization.

Rewards are awards used in management practices to increase employee motivation by giving them prizes for the work they do. It is expected that the award will encourage employees to do the same job again and even better. According to a study conducted by Erbas & Arat (2021), rewards are believed to have a positive relationship with employee performance. The indicators of the monetary reward system according to Hulkko-Nyman et al. (2012) are; (1) Salary; (2) Allowances; (3) Bonus; (4) Stock options; (5) Commission; (6) Profit Sharing. In the principles of management, awards are one way to increase employee motivation. This award can associate a person's actions and behavior with feelings of happiness or pleasure, which will usually encourage them to do the same thing again. In addition, awards also aim to encourage someone to continue to strive to improve and improve the achievements they have achieved previously.

**METHOD**

The research method in the conceptual framework explains the relationship between theory and factors identified and considered as a problem (Agustian et al., 2024). The framework is used to explain the relationship between the problems discussed in the study and the variables used.



**Figure 1.** Conceptual Framework

Based on the conceptual framework image above shows the formulation and objectives of this study, the research hypothesis can be seen below:

- H1: There is an influence between the monetary reward system on work engagement  
 H2: There is an influence between the non-monetary reward system on work engagement  
 H3: There is an influence between the monetary reward system on work happiness  
 H4: There is an influence between the non-monetary reward system on work happiness  
 H5: There is an influence between work engagement on work happiness  
 H6: There is an influence between the monetary reward system on work happiness through work engagement.  
 H7: There is an influence between the non-monetary reward system on work happiness through work engagement.

This study was conducted in the Social Administration for Employment section at the BPJS Ketenagakerjaan Regional Office of Sumbagut with the aim of analyzing the effect of the reward system on work happiness mediated by work involvement. In this study there are three variables, namely the independent variable consisting of the Monetary Reward System (X1) and the Non-Monetary Reward System (X2), the mediating variable in the form of work involvement (Y), and the dependent variable in the form of work happiness (Z). The respondents in this study were employees of the BPJS Ketenagakerjaan Regional Office of Sumbagut.

The population in this study consisted of all employees the social Administration totaling 141 people. The sampling technique used was the saturated method, namely by involving the entire population as research respondents. Therefore, the number of samples taken was 110 employees. This study measured four variables, namely Monetary Reward System (X1), Non-Monetary Reward System (X2), Work Engagement (Y), and Work Happiness (Z).

**RESULTS AND DISCUSSION**

The Social Security Administering Agency or abbreviated as BPJS in the Manpower sub-section currently has 336 offices spread throughout Indonesia with details of 1 Head Office, 11 Regional Offices, 31 Main Branch Offices, 38 Middle Branch Offices, 53 Primary Branch Offices and 202 Primary Branch Offices C/D. Meanwhile, in the ranks of the BPJS Employment Offices in the Sumbagut Region, there are 1 Main Branch Office, 2 Middle Branch Offices, 8 Primary Branch Offices and 20 Primary Branch Offices C/D.

All Offices in the Social Security Administering Agency (BPJS) Employment are supported by Human Resources totaling 5,713 employees with various Position Levels and Job Titles spread throughout Indonesia starting from the Head Office, Regional Offices and Branch Offices.

Descriptive statistics of respondents' answers for the monetary reward system variable are descriptions of respondents' answers to the items of the monetary reward system variable statement.

**Table 1.** Description of the Monetary Reward System

	N	Minimum	Maximum	Mean	Std. Deviation
SRM1	110	1,00	5,00	4,2986	0,64491
SRM2	110	1,00	5,00	4,4375	0,65950
SRM3	110	1,00	5,00	4,2153	0,72863
SRM4	110	1,00	5,00	4,1389	0,76888
SRM5	110	1,00	5,00	4,1250	0,71419

SRM6	110	1,00	5,00	4,1944	0,55475
<b>Monetary Reward System</b>				4,2349	0,59913

Source: SPSS Output Results, 2025 (processed).

The number of respondents was 110 people. The minimum value of the respondent's answer was 1 and the maximum value of the respondent's answer was 5. The average value (mean) was 4.2349 and if connected to the Likert scale, then the value is in the agree category. This can be concluded that on average the respondents or employees who were the samples in this study answered agree to all statements in the questionnaire. Furthermore, the standard deviation value of 0.59913 is smaller than the mean value (4.2349) indicating that the data distribution is good. Descriptive statistics of respondents' answers for the non-monetary reward system variable are descriptions of respondents' answers to the items of the non-monetary reward system variable statement:

**Table 2.** Description of Non-Monetary Reward System

	N	Minimum	Maximum	Mean	Std. Deviation
SRNM1	110	1,00	5,00	4,2986	0,66454
SRNM2	110	1,00	5,00	4,4375	0,67103
SRNM3	110	1,00	5,00	4,2153	0,69590
SRNM4	110	1,00	5,00	4,1389	0,73210
SRNM5	110	1,00	5,00	4,1250	0,65770
SRNM6	110	1,00	5,00	4,1944	0,66312
<b>Non-Monetary</b>				4,0974	0,49084

Source: SPSS Output Results, 2025 (processed).

The minimum value of the respondent's answer is 1 and the maximum value of the respondent's answer is 5. The average value (mean) is 4.0974 and if connected to the Likert scale, then the value is in the agree category. This can be concluded that on average the respondents or employees who were samples in this study answered agree to all statements in the questionnaire. Furthermore, the standard deviation value of 0.49084 which is much smaller than the average value of the sample (4.0974) shows that the data distribution is good.

### Measurement Model Test

The measurement model test consists of two stages, namely Construct Validity and CFA (Confirmatory Factor Analysis). CFA functions to test the validity and reliability of the construct measurement model that cannot be measured directly. The two stages of the measurement model consist of a measurement model (Joreskog & Sorbom, 2001). In the measurement model, it is often referred to as descriptive or measurement theory (Hair et al., 2014), and a confirmatory factor model that tests how research variables or constructs can be operated into measurable indicators, which are arranged in the form of path diagrams or equations.

The purpose of CFA is to verify or test the model, namely the measurement model whose basis is theory. Therefore, CFA can be considered to have two research focuses: (1) ensuring that the indicators are conceptualized correctly, unidimensionally, and consistently; and (2) finding the dominant indicators that form the construct to be studied. In this study, CFA was tested for each construct to see the Loading Factor value.

### Validity and Reliability Test of Monetary Reward System Variables

#### a. CFA Test of Monetary Reward System Variables

The results of the Confirmatory Factor Analysis (CFA) test for the exogenous variable of the monetary reward system can be seen in Table 3 below.

**Table 3.** Loading Factor Values of the Monetary Reward System

		Estimate	Nilai Cut Off	Information
SRM1	Monetary Rewards System	0,669	>0,60	Valid
SRM2	Monetary Rewards System	0,713	>0,60	Valid
SRM3	Monetary Rewards System	0,670	>0,60	Valid

SRM4	Monetary Rewards	0,738	>0,60	Valid
SRM5	System	0,662	>0,60	Valid
SRM6	Monetary Rewards	0,749	>0,60	Valid
	System Monetary Rewards System			

Source: Amos Output, (2025).

The above indicators of the monetary reward system variable have convergent validity, which means it is good at  $\geq 0.60$ , so the monetary reward system variable can be used to conduct the next analysis.

#### b. CFA Test Test of Validity and Reliability of Monetary Reward System

Validity and reliability tests on the monetary reward system variables are shown in Table:

**Table 4.** Monetary Reward System Reliability Test Results

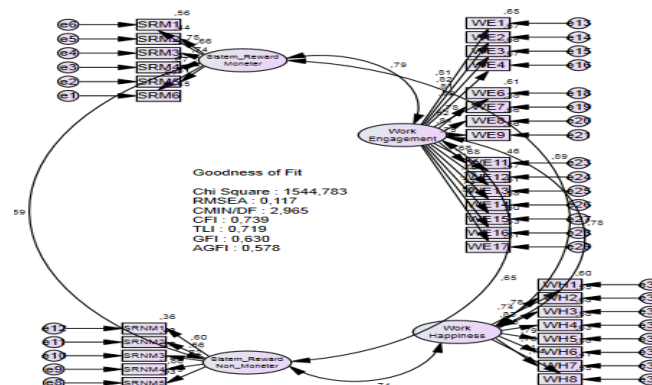
Indicator		(SL)	(SL) <sup>2</sup>	1-Standard Loading (SL) <sup>2</sup>
SRM1	Monetary Rewards System	0,669	0,447	0,553
SRM2	Monetary Rewards System	0,713	0,508	0,492
SRM3	Monetary Rewards System	0,670	0,448	0,552
SRM4	Monetary Rewards System	0,738	0,544	0,456
SRM5	Monetary Rewards System	0,662	0,438	0,562
SRM6	Monetary Rewards System	0,749	0,561	0,439
Jumlah		4,201	2,946	3,054
Cunstruct Reliability (CR) = $(SL)^2 / (SL)^2 + 1 - SL^2$		<b>0,787</b>		
Variance Extracted (VE) = $(SL)^2 / (SL^2 + 1 - SL^2)$		<b>0,591</b>		
Discriminant Validity = VE		<b>0,762</b>		

Source: Amos Output, (2025).

The results of the study from the data above in Table 5.6 show that the monetary reward system has a CR value of  $0.787 > 0.70$ . So it is concluded that the monetary reward system has a very good construct validity value. The Variance Extracted (VE) value of  $0.591 > 0.50$ , so it is concluded that the monetary reward system has a high convergent value. Then, the discriminant validity of 0.762 is interpreted simultaneously on all variables in the other sections.

#### 1. Discriminant Validity Test Results

A variable is considered to have a good and good DV (Discriminant Validity) value if the obtained value is higher than the correlation value between constructs (Ghozali, 2016). The results of calculating the correlation value between constructs are as follows:



**Figure 2.** Discriminant Validity Test Results

**Table 5.** Correlation Values



			Estimate
Monetary Rewards System	<--->	Work_Engagement	0,666
Non-Monetary Rewards System	<--->	Work_Engagement	0,247
Monetary Rewards System	<--->	Work_Happiness	0,278
Non-Monetary Rewards System	<--->	Work_Engagement	0,284
System	<--->	Work_Happiness	0,669
Work_Engagement			

Source: Amos Output, (2025).

Next, to see the correlation value of each latent construct, whether it has a good discriminant validity (DV) value or not, it is shown below:

**Table 6.** Discriminant Validity and Correlation Between Constructs

Construct	Monetary	Non-Monetary	Engagement	Happiness
Monetary Rewards System	<b>0,762</b>			
Non-Monetary Rewards System	0,666	<b>0,859</b>		
System	0,247	0,247	<b>0,712</b>	
Work Engagement				
Work Happiness	0,278	0,284	0,669	<b>0,632</b>

Source: Amos Output, (2025).

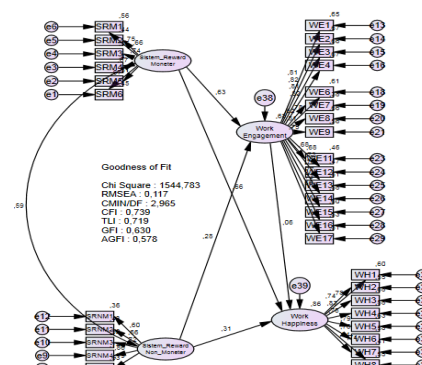
In the latent construct has a good DV (discriminant validity) value. It can be shown from the square root value of the AVE of each latent construct which is higher than the correlation value between constructs. For example, the square value of the AVE of the monetary reward system construct is 0.762, which is greater than the correlation value with the non-monetary reward system, which is 0.666. Likewise, it is greater than the correlation value of the work engagement construct (0.247), and work happiness (0.278).

Then the square root value of the AVE of the non-monetary reward system construct is 0.859, which is greater than the correlation value between work engagement, which is 0.247, and the correlation value of the work happiness construct of 0.284. Likewise, the comparison of the square root of AVE with the correlation between the work engagement construct is 0.712, which is greater than its correlation value with work happiness, which is 0.669. And based on the description above, it can be seen that this research has a good Discriminant Validity (DV) value.

### SEM Test Results and Evaluation of Model Accuracy Criteria

The model suitability test is conducted to evaluate the suitability of the research model and to ensure that the data is appropriate and precise to explain or support the model. This test is conducted for all exogenous and endogenous variables in one complete path diagram in the full model.

To find out whether the model created in this study meets the GOF (Goodness of Fit) criteria, the entire model must be tested for all variables. It can be seen as follows:



The results above show that the model fit is marginal. The Chi Square value = 1544.783; RMSEA = 0.117;  $\chi^2 / df = 2.965$ ; CFI = 0.739; TLI = 0.719; GFI = 0.630; and AGFI = 0.578, this shows that the values show marginal fit.

The results of the feasibility test still show that the overall factor loading value is feasible, so the respecification analysis by looking at the Modification Indices (MI) must be carried out by combining indicators with large MI values.

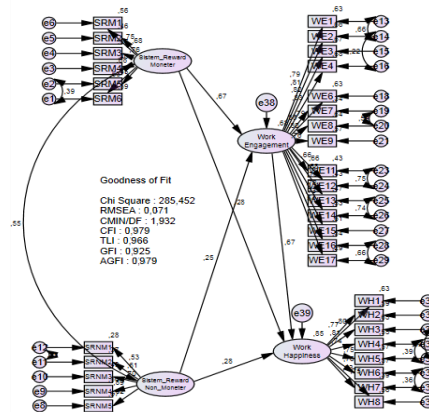


Figure 4. Results of Goodness of Fit Testing After Modification of Indices.

The following table shows the GOF (Goodness of Fit) results based on the SEM AMOS analysis in this study, as follows:

Table 7. GOF Criteria for Full Research Model

Goodness of Fit Index	Cut off Value	Output	Model Evaluation
Chi-Square	< 240,995	285,452	Marginal
RMSEA	≤ 0,08	0,071	Good
GFI	≥ 0,90	0,925	Good
AGFI	≥ 0,90	0,979	Good
CMIN/DF	≤ 2,00	1,932	Good
TLI	≥ 0,90	0,966	Good
CFI	≥ 0,90	0,979	Good

Source: Amos Output, (2025).

The measurement model results obtained chi-square = 285.452 (marginal fit).  $\chi^2 / df = 1.932$ ; RMSEA = 0.071; GFI = 0.925; TLI = 0.966; AGFI = 0.979; and CFI = 0.971. The results show that it has met the criteria and suitability of the values. By using the suitability test, it can be concluded that the current measurement model has met the suitability criteria. Thus, the output of this model can be used as research findings related to the relationship between indicators and their respective constructs.

### Parameter Value Estimation Results

After all assumptions are met, hypothesis testing is carried out as shown in the previous chapter. Table 8 below shows the Critical Ratio (CR) value of the causal relationship of the SEM processing results. This CR value is used to test the 7 hypotheses of this study.

Tabel 8. Exogenous Influence on Endogenous

Exogenous Influence on Endogenous	Estimate Standardized	Estimate Unstandardized	S.E.	C.R.	P
Monetary Reward System to Work Engagement	0,666	,654	,081	5,831	***
Non-Monetary Reward System to Work Engagement	0,247	,241	,078	3,080	,002
Monetary Reward System for Work Happiness	0,278	,327	,190	4,888	***
Non-Monetary Reward System to Work Happiness	0,284	,290	,063	3,821	***
Work Engagement to Work Happiness	0,669	,760	,096	6,619	***

Source: Amos Output, (2025).

If we look at the results above, then the form of influence of the exogenous relationship on the endogenous can be explained as follows:

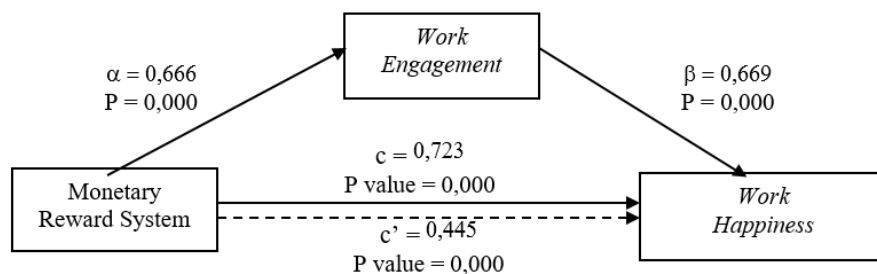
1. The coefficient value of the influence of the monetary reward system on work engagement is 0.666 (66.6%) the probability value of 0.000 is smaller than alpha ( $\alpha$ ) = 0.05. This means that the monetary reward system has a significant and positive effect on the work engagement of employees at the BPJS Ketenagakerjaan, Sumbagut Regional Office.
2. The coefficient value of the influence of the non-monetary reward system on work engagement is 0.247 (24.7%) the probability value of 0.002 is smaller than alpha ( $\alpha$ ) = 0.05. This means that the non-monetary reward system has a positive and significant effect on the work engagement of employees at the BPJS Ketenagakerjaan, Sumbagut Regional Office.
3. The coefficient value of the influence of the monetary reward system on work happiness is 0.278 (27.8%) the probability value of 0.000 is smaller than alpha ( $\alpha$ ) = 0.05. This means that the monetary reward system has a positive and significant effect on the work happiness of employees at the BPJS Ketenagakerjaan, Sumbagut Regional Office.
4. The coefficient value of the influence of the non-monetary reward system on work happiness is 0.284 (28.4%) the probability value of 0.000 is smaller than alpha ( $\alpha$ ) = 0.05. This means that the non-monetary reward system has a positive and significant effect on the work happiness of employees at the BPJS Ketenagakerjaan, Sumbagut Regional Office.
5. The coefficient value of the influence of work engagement on work happiness is 0.669 (66.9%) the probability value of 0.000 is smaller than alpha ( $\alpha$ ) = 0.05. This means that work engagement has a positive and significant effect on the work happiness of employees at the BPJS Ketenagakerjaan, Sumbagut Regional Office.

### Results of Calculation of Mediation Effect

These results are needed to find out whether the Work Engagement variable can mediate the relationship between the Monetary Reward System and the Non-Monetary Reward System with work happiness, so it is necessary to test the effects of mediation, this refers to the criteria or stages that have been carried out previously (Baron & Kenny, 1986).

#### 1. The Relationship between Monetary Reward Systems and Work Happiness Through Work Engagement

To find out the relationship between organizational commitment and mediation between the Monetary Reward System and Work Happiness, it is shown in the following:

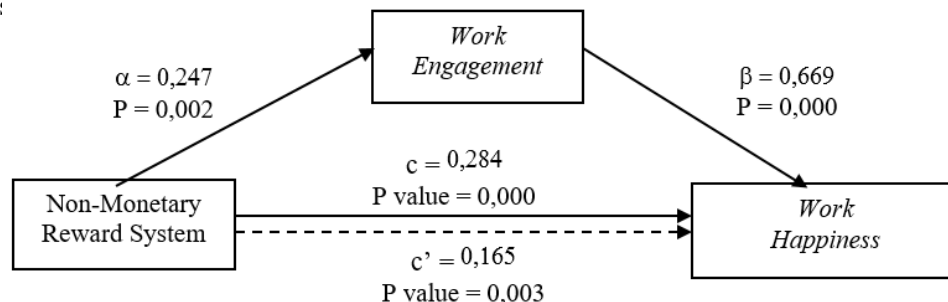


**Figure 5.** Testing the Mediation of the Monetary Reward System

Based on the results of the mediation effect analysis above, it shows that the coefficients of path a ( $p=0.000$ ), path b ( $p=0.000$ ) and path c ( $p=0.000$ ) are significant, and path  $c'=0.000$  is significant, so these results indicate that work engagement partially mediates the relationship between the monetary reward system and the work happiness of BPJS Ketenagakerjaan employees at the Sumbagut Regional Office.

#### 2. The Relationship between Non-Monetary Reward Systems and Work Happiness Through Work Engagement

To find out whether work engagement mediates the relationship between non-monetary reward systems and work happiness:



**Figure 6.** Testing the Mediation of the Monetary Reward System

Based on the results of the mediation effect analysis above, it shows that the coefficients of path a ( $p=0.002$ ), path b ( $p=0.000$ ) and path c ( $p=0.000$ ) are significant, and path  $c'=0.003$  is significant, so the results of this mediation



test show that work engagement is able to partially mediate the relationship between the non-monetary reward system and the work happiness of BPJS Ketenagakerjaan employees at the Sumbagut Regional Office.

Based on the test results above, the following conclusions are drawn:

**The Influence of the Monetary Reward System on the Work Engagement of BPJS Ketenagakerjaan Employees at the North Sumatra Regional Office**

The findings in this study indicate that there is an influence between the monetary reward system on work engagement. The standard estimation coefficient, the regression weight is 0.666 (66.6%). The CR value is much greater than the minimum expected CR of 1.96, which is (5.831 more than 1.96) and the probability is lower than the error rate (alpha) of  $\alpha = 0.05$  of (0.000 more than 0.05), thus it can be stated as a significant influence and therefore it can be concluded that the hypothesis of the monetary reward system is equal to zero is rejected.

Because significant ( $P \leq 0.05$ ), then  $H_0$  is rejected or  $H_a$  is accepted meaning  $\gamma \neq 0$  or the monetary reward system affects work engagement. The results of the study support the hypothesis that the monetary reward system has a positive and significant effect on work engagement. In other words, if an employee's monetary reward system is improved, their work engagement value with BPJS Ketenagakerjaan, Sumbagut Regional Office will increase.

**The Influence of Non-Monetary Reward System on Work Engagement of BPJS Ketenagakerjaan, North Sumatra Regional Office**

The findings in this study indicate that there is an influence between the non-monetary reward system on work engagement. This influence is evidenced by the value of the standardized estimate coefficient or regression weight or gamma coefficient of 0.247 or 24.7%, with a CR critical ratio value (identical to t-count) which is much greater than the minimum CR required of 1.96, namely ( $3.080 \geq 1.96$ ) and a probability that is smaller than the error rate (alpha) of 0.05 of ( $0.000 \leq 0.05$ ), thus it can be stated as a significant influence and therefore it can be concluded that the hypothesis of the non-monetary reward system with zero is rejected.

Because the significance ( $P \leq 0.05$ ), then  $H_0$  is rejected or  $H_a$  is accepted, meaning  $\gamma \neq 0$ , namely the non-monetary reward system affects work engagement. The results of this study accept the hypothesis that the non-monetary reward system has a positive and significant effect on work engagement. This means that if the non-monetary reward system increases, it will increase their work engagement values towards BPJS Ketenagakerjaan, Sumbagut Regional Office.

The non-monetary reward system and employees are one of the important factors in increasing their work engagement towards the company. The non-monetary reward system is important for employees, especially when the organization has serious financial constraints (Boselie, 2020). In this study, the measurement of the non-monetary reward system was carried out with several indicators adapted from (Hulko-Nyman et al., 2012), namely (1) job promotion, (2) insurance programs, (3) pension funds, (4) retirement leave, (5) company recreation, and (6) job training programs.

**The Influence of the Monetary Reward System on Work Happiness at the BPJS Ketenagakerjaan Regional Office of Sumbagut**

The findings in this study indicate that there is an influence between the monetary reward system and work happiness. This influence is evidenced by the value of the standardized estimate coefficient or regression weight or gamma coefficient of 0.278 or 27.8% indicating this influence. The critical CR ratio value (identical to t-count) is much greater than the expected minimum CR ratio, which is 1.96, which is (4.888 more than 1.96), and the error rate (alpha) is 0.05, which is 0.0003 more than 0.0005. thus it can be stated as a significant influence and therefore it can be concluded that the hypothesis of the monetary reward system is equal to zero is rejected.

Because significant ( $P \leq 0.05$ ), then  $H_0$  is rejected or  $H_a$  is accepted, meaning  $\gamma \neq 0$ , namely the monetary reward system affects the high or low work happiness. The results of this study accept the hypothesis that the monetary reward system has a positive and significant effect on work happiness. This result is in line with many researchers who have conveyed that the monetary reward system is a strategy for companies to be able to retain competent and talented employees (Franco-Santos & Gomez-Mejia, 2019). Through a fair system in paying according to the performance given, it will have a positive influence on employees. In the study of Larkin et al., (2021) also stated that inequality of rewards will give rise to psychological costs. The perception of injustice will also reduce performance plus if wages are low, many employees will feel unfair.

**The Influence of Non-Monetary Reward System on Work Happiness of BPJS Employment, North Sumatra Regional Office**

The findings of the study indicate that there is an influence of the non-monetary reward system on work happiness. This influence is indicated by the standardized estimate coefficient value of 0.284 (28.4%), the CR value is greater

than the minimum CR required of 1.96, namely ( $3.821 \geq 1.96$ ) and the probability is smaller than the error rate ( $\alpha$ ) of 0.05, namely ( $0.000 \leq 0.05$ ), then it can be stated as a significant influence. Therefore, it is concluded that the hypothesis of the non-monetary reward system is equal to zero is rejected.

Because significant ( $P \leq 0.05$ ), then  $H_0$  is rejected or  $H_a$  is accepted, meaning  $\gamma \neq 0$ , namely the non-monetary reward system affects the high or low work happiness. The results of this study accept the hypothesis that the non-monetary reward system has a positive and significant effect on work happiness. This means that if an employee's non-monetary reward system increases, it will increase their work happiness. The results of this study are in line with the research of Youssef & Luthans (2019), which found that job happiness refers to the extent to which individuals experience positive affect and satisfaction at work. Then happy employees get promoted faster, get more support from supervisors and coworkers, generate innovative ideas, complete assigned tasks faster and do tasks with enthusiasm (PryceJones & Lutterbie, 2019). Although organizations face challenges in ensuring that their employees are satisfied and happy, Bakker and Demerouti (2014) show that the goal of creating positive feelings among employees can be achieved through effective job resource programs (i.e. total reward systems).

### **The Influence of Work Engagement on Work Happiness of BPJS Employment, North Sumatra Regional Office**

The findings in this study indicate that there is an influence between work engagement and work happiness. This result is proven by the standardized estimate and regression weight values of 0.669 or 66.9%, with a CR value (identical to t-count) greater than the minimum CR required of 1.96 ( $6.619 \geq 1.96$ ) and a probability smaller than the error rate ( $\alpha$ ) of 0.05 of ( $0.000 \leq 0.05$ ), thus it can be stated as a significant influence and therefore it can be concluded that the hypothesis of work engagement is equal to zero is rejected.

Because significant ( $P \leq 0.05$ ), then  $H_0$  is rejected or  $H_a$  is accepted, meaning  $\gamma \neq 0$ , namely work engagement affects high or low work happiness. The results of this study accept the hypothesis that work engagement has a positive and significant effect on work happiness. This means that if an employee's work engagement increases, it will increase work happiness. The results of this study are in line with Chinanti & Siswati (2020) who stated that there is a significant positive and good relationship between happiness at work and employee relationships. The higher the happiness at work, the higher the relationship built by employees, conversely, the lower the happiness at work, the lower the employee engagement.

### **The Influence of Monetary Reward System on Work Happiness Through Work Engagement at BPJS Ketenagakerjaan, North Sumatra Regional Office**

The results of the mediation effect calculation can be explained that the coefficients of path a, path b, and path c are significant, and path c' is also significant that work engagement partially mediates the relationship between the monetary reward system and work happiness of BPJS Ketenagakerjaan, Sumbagut Regional Office. The results of this study are in line with the self-determination theory (Ryan and Deci, 2000). This theory emphasizes that job resources (employee rewards) are related to positive work attitudes (job happiness) through inner motivation.

The presence of inner motivation (employee engagement) fosters a sense of goal achievement, and produces satisfaction and positive feelings about work (Crawford et al., 2014). When employees receive fair returns in the form of awards for their achievements, they feel enthusiasm for the tasks given, and become ready to complete even the most difficult tasks. Feelings of enthusiasm and joy about task achievement lead to a sense of satisfaction with the assigned work (Costa et al., 2014).

### **The Influence of Non-Monetary Reward System on Work Happiness Through Work Engagement at BPJS Ketenagakerjaan, North Sumatra Regional Office**

The results of the calculation of the mediation effect show that the coefficients of path a, path b, and path c are significant, and path c' is also significant, so it can be concluded that work engagement partially mediates the relationship between the non-monetary reward system and work happiness of BPJS Ketenagakerjaan, Sumbagut Regional Office.

The results of this study are in line with Gulyani and Sharma (2018). This study proves that employee perceptions of the reward system have a significant impact on work engagement and work happiness. However, the individual components of the reward system, namely monetary rewards, show an insignificant impact on work happiness. Work engagement is positively related to work happiness and fully mediates the relationship between the reward system and work happiness.

## **CONCLUSION**

Based on the discussion explained previously which is quoted from the research results that have been analyzed, then there are several conclusions including; (1) Through the realization and increase of salary, allowance, bonus, stock option, commission, and profit sharing according to the workload, it will increase work engagement

among BPJS Ketenagakerjaan employees of the Sumbagut Regional Office; (2) Through the realization and increase of job promotion, insurance program, pension fund, paid leave, company recreation, and job training program according to the workload, it will increase work engagement among BPJS Ketenagakerjaan employees of the Sumbagut Regional Office. (3) Through the realization and increase of salary, allowance, bonus, stock option, commission, and profit sharing according to the workload, it will increase work happiness among BPJS Ketenagakerjaan employees of the Sumbagut Regional Office. (4) Through the realization and increase of job promotion, insurance program, pension fund, paid leave, company recreation, and job training program according to the workload, it will increase work happiness among BPJS Ketenagakerjaan employees of the Sumbagut Regional Office. (5) Employees who have high energy when working to complete the tasks given, are enthusiastic when working, never give up, persevere with all their might, are ready to face challenges, like challenging work, are comfortable with their work environment, are proud of their work, feel part of their work, work harder for their company, are serious about working, are one with their work, feel something is missing when they are not at work, find it difficult to be indifferent to their work, keep company secrets, and do not want to change jobs will increase work happiness among BPJS Ketenagakerjaan employees at the Sumbagut Regional Office. (6) The monetary reward system is able to directly and indirectly influence work happiness among BPJS Ketenagakerjaan employees at the Sumbagut Regional Office through work engagement. (7) The non-monetary reward system is able to directly and indirectly influence work happiness among BPJS Ketenagakerjaan employees at the Sumbagut Regional Office through work engagement.

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